



Inclusion for People
with Disabilities

Summary of 2017 Annual Report

SHEKEL – Inclusion for People with Disabilities

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Foreword from SHEKEL's CEO

Running an organization entails substantial responsibilities, such as exercising precision, cultivating growth and development, and remaining attentive to evolving needs. Our primary obligation is to create pathways to the general community for people with disabilities and their families. My aspirations, prayers, and hopes are to provide a comprehensive range of services for people with disabilities while being attentive to their needs, the changes in their lives, and developments in the wider community.

SHEKEL's model is based on a wide systemic and holistic approach that includes the various social circles of the individual. Therefore, this approach includes individual therapies, group activity, and activity within the general community. It produces the systematic efforts of the multi-professional staff, clarity in the specifics of each role and its responsibilities, shared development of clear goals and milestones, and open and democratic communication creating a pool of information from each individual staff member's practical experience. SHEKEL's therapeutic approach rests upon the understanding that both the individual and his surroundings are dynamic due to the changes happening to them and in-between them. This outlook is the practical expression of the change in society's positions and ideas, as a result of ever-deeper understanding and mutual accommodation.

Since its establishment in 1979 and until this day, SHEKEL continues the vision of developing innovative solutions to benefit people with disabilities in the general community in Israel. This is implemented thanks to a professional, skilled staff, dedicated to the idea that every person deserves to live within the community and realize his abilities. SHEKEL's board leads this policy and diligently seeks the development of new models accompanied by evaluation and research.

In 2017, SHEKEL continued development of its ongoing and new services. The scope of activity increased and expanded significantly: over 350 residents currently live in 140 apartments within the wider community including the supported-living program. Over 700 employees work in SHEKEL's day centers, factories, and its supported-employment program in the business sector. Many hundreds of participants enjoy SHEKEL College's wide array of enrichment activities. Hundreds came to see SHEKEL's 'Si'im-Channels to the Community' theater productions. Hundreds of clientele received professional therapeutic treatment at The Toni Eliashar Therapeutic Center at the Haruv Center, and in the children's day care centers in the framework of SHEKEL's Extended Day School Program. New branches of the "Harutzim Bistro" restaurant were opened, as well as a day center for pensioners with intellectual disabilities, and rehabilitative work factories in the Modi'in Region. The multi-handicapped factory in Petach Tikva was expanded, new frameworks



were opened in Bat Yam, and an innovative collaborative with the Mobileye Company etc. In preparation for the new year, we are in advanced stages of expanding services to additional locales.

This year, emphasis was placed on optimizing and improving the organization's financial situation. In addition, we find great importance in developing new work methods and initiatives enabling improvement in the quality of life of SHEKEL's clientele, as well as the community's openness to them.

As in previous years, we are happy to report on a year of varied and successful programs. The Annual Report enables yearly discussion on the programs with every program director, providing the opportunity to learn and draw conclusions. This forms the basis of work plans for the following year. The organization's maturity is reflected in its readiness to show transparency and stand before internal and external analysis. The publication of the Annual Report provides an opportunity for SHEKEL's board and program directors to receive feedback from employees, partners, service recipients and the general public. The Report is also publicized on SHEKEL's website.

The summary before you reflects SHEKEL's activities in the following areas: housing within the community, rehabilitative employment, leisure (including Si'im and SHEKEL College), extended school day programs, the Israel Center for Accessibility, the Toni Eliashar Therapeutic Center for victims of violence and its center for social and sexual education. It also reports on the activities of the administrative units, including: Volunteering, Guidance Center, Fundraising and Public Relations, Community Partnerships, Human Resources, and Finance.

The Report was written following individual discussion with each director. This included examining efficacy of activities, achievements and difficulties, lessons to be learned, the need for changes, and plans for the following year. SHEKEL will continue its policy of full transparency and open its doors to those interested in visiting and learning about SHEKEL's diverse activities.

I would like to thank the directors of each area who contributed to the preparation of this report, and Dr. Meir Hovav, who participated in the annual discussions with the program directors in preparing and editing the annual reports. I also thank SHEKEL President Mrs. Lihi Lapid, who has become an important and active member of the organization, as well as Chairman of the Board Mr. Chaim Ariel for his important work in advancing SHEKEL, our Board of Directors, and everyone who helped our activities throughout the year.

I thank the staff of the various branches of Israel's Ministry of Welfare and Social Services, the staff of the municipalities of Jerusalem, Petach Tikva, the Modi'in



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Regional Council, Haifa, Kibbutz Yavneh, and many others, including local municipal authorities with whom we work and partner in developing new projects, who also assist us in ongoing programs. I offer thanks to the Israel National Insurance's Foundation for Developing Services for People with Disabilities, and to the Shalem Foundation which assists us in developing specialized programs in providing equipment and renovations over the years.

In order to ensure the continuation of the quality and scope of SHEKEL's activity at the level we believe and work towards, we require the support of many donors. Without significant monetary assistance, we are limited in our ability to continue developing services and provide the best treatment necessary in areas not covered by government or municipal funds. Therefore, we turn to the wider community in Israel and abroad to join our activity by donating and volunteering, and together to create change in Israeli society. I would like to express heartfelt thanks to the foundations and donors from Israel and overseas. Their help enabled our development of highly professional, high-quality services for people's welfare.

I wish to express my deep appreciation and heartfelt thanks to the hundreds of SHEKEL staff and hundreds of volunteers. Without them, this great operation would never have reached such impressive achievements.

SHEKEL is a world full of good-hearted professionals and people who deal with trials in life- overcoming them through love, courage, compassion, and self-sacrifice.

Clara Feldman

CEO

June 2018



'Living in the Community' Housing Program

SHEKEL's Living in the Community housing program runs in various locations across Israel. The program professionally meets the needs of people with disabilities and their families via its two subdivisions: the Protected Housing Program, which provides a comprehensive housing solution for residents with low to medium functioning, and the Supported Housing Program for residents with high level functioning.

The Living in the Community housing program also works to develop housing solutions within the community for various authorities, and assists groups of parents seeking solutions for their children's specific needs.

The program presents different models of protected housing within the community, such as shared group apartments (of four to six residents), apartments for couples, apartments for individuals etc. The level of accompaniment provided for each group is tailored to the needs of the group.

The Living in the Community program aspires to provide every special-needs resident with a house for life, specifically suited to his or her needs, while ensuring a high quality of life. The program also seeks to integrate special-needs residents into the general community by influencing societal frameworks as well as community institutions (such as neighborhood Matnas Community Centers, the workplace, neighbors in the apartment buildings etc.).

Activity in 2017

The housing program included 310 residents: 265 in protected living frameworks, and 45 in supported living frameworks (an increase of 3 residents from last year). Most residents were referred to SHEKEL by the Department for Intellectual-Developmental Disabilities (105 residents), the Rehabilitation Department (102 residents), and the Unit for Persons on the Autistic Spectrum (58 residents). 155 residents were men and 110 were women. Most residents were young, aged 22 to 40, though there is a growing number of adults above the age of 51 (37 residents). The housing program operates in 112 apartments, 45 of them supported-housing apartments. Most of the protected-housing apartments have 4-5 residents. This year saw an increase in the number of apartments outside Jerusalem.

Most residents are employed in the general workforce or in supported-employment frameworks within the general workforce (160 residents).

Cultural, Leisure, and Vacation Activity

During 2017, SHEKEL provided a wide array of well-coordinated cultural and leisure activities. Nearly all SHEKEL residents participate in leisure activity available through SHEKEL or community frameworks. Each resident chooses the kind of



leisure activity that interests him or her.

In addition to the courses and clubs SHEKEL runs on a routine basis, SHEKEL residents independently partake in leisure activities offered by the general community, sometimes in public activities with assistance of mediated by the "SHEKEL Leisure" program, providing activities such as films, cultural shows, concerts, cafes, museums etc. All residents participated in a vacation including sleeping accommodations. Four groups of residents went on a vacation abroad.

Work Plan for 2018:

Filling apartment vacancies; opening of new apartments in and beyond Jerusalem; including an apartment building for housing individual residents; and renovations of an additional apartment; recreational social activities and an annual advanced training program for SHEKEL apartment staff.

Vocational Rehabilitation

Every rehabilitative process challenges a person to engage in activity. Beneficial rehabilitation is a byproduct of a challenging, embracing, and professional environment. "Self-discovery comes when man measures himself against an obstacle" (Antoine de Saint-Exupéry, Wind, Sand, and Stars). An important obstacle is one that calls upon a person to stand tall and encounter public life and the general community. This encounter, in proportion to its intensity and value, raises a burning demand within a person for action, connection, and association.

SHEKEL's Vocational Rehabilitation Program creates a continuous social human fabric with the individual with a disability at its center, while taking into account his or her unique character. We specialize in assessing difficulties and disabilities, the level of client interest in participation, the opportunity for individual and social development, and in leveraging this into power and independent self-actualization as an involved employee who contributes to society and its wellbeing. SHEKEL's continuum of activity begins at the participant's school, continues on to employment at the Day Center, then to the supported-employment frameworks, and subsequently to training for work in the free market.

Activity in 2017

During 2017, SHEKEL continued expanding its Day Centers and supported-employment factories, which included employment for a large group of people with sight impairments. Additional people with disabilities joined the various employment frameworks, particularly the social impact businesses. SHEKEL also opened additional branches of the Harutzim Bistro and the Ha'metzion Second



Hand Chain; rehabilitative industrial employment groups of employees were hired at businesses such as Novolog, Hanan Writing Materials; and a unique program was implemented with the Nisan Nativ Acting School. We also opened a Day Center for elderly with intellectual disabilities, and expanded the supported-employment program, particularly for autistic adults in a special program with the MobilEye Company. We also began the application process for receiving the ISO-9001 Patent.

Work Plan for 2018

Continued development of programs outside Jerusalem including supported employment and rehabilitative industrial employment; opening a new Day Center for people with autism at a horse ranch in Kfar Shmuel; opening a cosmetics factory in Petach Tikva; and continuing the application process for receiving the ISO-9001 Patent.

"Channels to the Community – Si'im"

The "Channels to the Community – Si'im" program develops partner-based projects with community organizations in the arts, culture, media, institutions of higher education, and other similar community frameworks. As part of a strategic effort to realize SHEKEL's vision of integration within the wider community, "Channels to the Community - Si'im" strives to create cultural involvement within the community and develops projects that create social involvement and social change for people challenged by disabilities. Si'im includes performing arts, musical groups, photography, community television and film productions, and SHEKEL's "Reframing Reality: Changing the Concept of Disability" Film Festival. A total of 300 participants took part in Si'im activities that are open to the general public. Approximately ten thousand people from the wider community were exposed to these programs.

Activity in 2017

The Arts: "Creating a Bond- Dialogue through Art"- a project bringing together ten SHEKEL artists and eight Bezalel Art Academy students.

Theater: "Outdoor Theater" and the play "Daydream"- a joint project between eight SHEKEL actors and two guests. About one thousand people enjoyed these productions. A reproduction of the play "Daydream", based on Shakespeare's "A Midsummer Night's Dream" included six actors with disabilities performing together with three professional actors.

Community Television: "Tzilum" Community Television productions

Film: SHEKEL's Cinema "Copyright" produced six films, and four films with universal accessibility for an audience of approximately two thousand people.



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In January 2017, we opened an acting course for a group for ten people in conjunction with the Nisan Nativ School for Acting in Jaffa. The course extends three years in which during the first year, students studied acting, participated in presentations, and were guided by counselors and Second-Year students at Nisan Nativ. Studies take place three mornings each week, and two afternoons during the week the students see plays, other classes, and prepare presentations (i.e. they learn about a theatrical scene, and then act it out).

Work Plan for 2018:

Continuation of the Nisan Nativ program into its second year. At the end of the year, as well as throughout 2019, SHEKEL's student actors will prepare and present two plays with accessories (each play will include additional two professional actors) and will present these plays across Israel.

Continued performance of "Daydream"; production of ten films for community television; continued implementation of the "Dialogue through Art" program; formation of "The SHEKEL Drummers" drum troupe and a Dabke drum troupe and feedback; renewal of the MAATZIM Program; and opening a club for creative activity in the Arab sector.

SHEKEL College and Leisure Program

The Program's goal is to initiate and implement multiple cultural, enrichment and leisure activities suitable for all participants, particularly individuals with special physical, cognitive or mental needs. Emphasis is placed on activities within the wider community that create social integration. Cultural, enrichment and leisure activities enhance participants' quality of life. SHEKEL's Leisure Program is run by 35 professional instructors and service providers, 5 SHEKEL employees, and 65 volunteers.

Activity in 2017

A total of 1,575 people with special needs received direct services- an increase of 100 participants compared to last year.

Attractive vacation packages were offered, including a trip to Paris. Great effort was invested in providing higher quality service. Staff received professional training and advanced data. Significant progress was achieved in the quality of various courses. Instructors began receiving salaries and benefits equal to those of professional teachers. Great effort was also extended in developing the program for people with emotional disabilities and this increased the number of these participants. The "Culture for All" program was expanded and a larger number of tickets to cultural



events were sold. More volunteers were recruited, including senior citizens. Partnerships with external community bodies was preserved.

Satisfaction from the programs was evaluated via interviews and questionnaires, indicating a nine-out-of-ten satisfaction rating (90%).

Work Plan for 2018:

Due to the wonderful feedback from last year's programs, we intend to continue those programs while advancing the following activities during 2018: improving mental health services; integrating advanced educational technology in the College's courses; development of sports and healthy living programs among our participants; improvement of environmental conditions for participants via renovations and equipment; and development of additional inclusionary programs.

Extended School Day and After-School Frameworks

SHEKEL has been operating extended school day programs in special education schools since 1992. The after-school frameworks' goals are to ease the burden on families by allowing them to raise their children with severe disabilities at home instead of sending them to external therapeutic frameworks that set them apart from society, and provide enrichment and leisure activity.

Activity in 2017

SHEKEL implemented extended school day programs in five special education schools in Jerusalem, as well as at the Center for the Hearing Impaired in the Abu Tor neighborhood. Three of the schools are under the auspices of the Dept. for Cognitive Disabilities, while two are under the auspices of the Dept. for Rehabilitation. Two schools serve students recognized by both the Dept. for Cognitive Disabilities and the Dept. for Rehabilitation. SHEKEL added equipment, implemented renovations, and recruited volunteers and donations for studies for all students, not just those in the Extended Day Program. Two new frameworks were opened in Bat Yam.

Work Plan for 2018:

Applying for RFPs; expanded marketing among parents in all schools; opening new frameworks; purchase of equipment; wider provision of services in order to gain additional external financing for activities at the Eddy Shore, Hettena, and Dvir Hachadash Special Education schools, including via donors and foundations.



SHEKEL's Israel Center for Accessibility

The Center was founded towards the end of 1998 in order to increase knowledge on accessibility, improve the process of accessibility provision through planning and implementation of physical accessibility, and provide accessibility solutions for people with special needs. Over the years, the Center's activities have generated widespread change in legislation, regulation and budgeting.

Target population:

- Public and business entities: government ministries, local government, municipal companies, universities, the government tourism corporation, commercial companies (airlines, retail chains etc.), companies implementing architectural projects, and businesses and entrepreneurs who require accessibility approvals in order to receive a business license
- Professionals: architects and designers, construction entrepreneurs, service providers for people with special needs
- People with special needs: direct services for the hearing-impaired via the SHEKEL Center for the Hearing Impaired in Haifa.

Activity in 2017

The Center continued its involvement in preparing accessibility master plans for municipalities, including public transportation and in other areas. Due to progress in implementing accessibility regulations and increased enforcement by the Commissioner for Equal Rights for People with Special Needs, there has been a significant increase in requests from businesses and entrepreneurs requiring accessibility certification and other services for buildings, infrastructure, and environmental projects.

Two editions of SHEKEL's publication for accessibility professionals, "A Matter of Approach", were published; accessibility certification was obtained for nearly 150 projects; and consulting services were provided for new transportation routes, public buildings for the Moriah Corporation in Jerusalem, a transportation master plan, including ongoing consultation.

Program for the hearing-impaired in Haifa and the North:

Forty lectures were given, attended by 900 participants; 26 hearing tests were conducted; 32 individual consultations took place for individuals requesting hearing devices; auditory consultations were given to 30 individuals; 15 visits to homes of the elderly; assistive devices were lent to 40 individuals.



Work Plan for 2018

The Center will continue to develop its nationwide public transportation accessibility program, and will focus on professional development and accessibility technology—primarily in the field of transportation. The Center will continue its involvement in Jerusalem's Old City's accessibility master plan, and continue its accessibility consulting services for the planned metropolitan park system around Jerusalem. The Center will continue to provide consultations for various organizations and bodies, such as local councils, as in previous years, as well as at the Center for the Hearing Impaired in Haifa. It will expand its accessibility activities and make public services more accessible. Two editions of "A Matter of Approach" will be published during 2018.

The Toni Eliashar Therapeutic Center

The Therapeutic Center opened in 2007 to serve special-needs victims of violence. It began as a pilot program and is a prototype in Israel.

The program was monitored and researched for a period of three years. Two and a half years later, the Center opened a therapeutic unit for special-needs perpetrators of violence. SHEKEL's Center for Social Sexual Education for People with Special Needs opened in February 2010.

Since 2012, the Center has been providing guidance counseling; sexual education, consultation and treatment; and provides an emergency response for people with disabilities (mental retardation, physical and emotional disabilities, and autism). The Center works in conjunction with the Ministry of Social Welfare via a contractual agreement. Since 2015, the Center has also been working together with the Adult Probation Service.

In 2016, the Center's name was changed to "The Toni Eliashar Therapeutic Center" in light of a significant donation paid in installments over five years via the Jerusalem Foundation.

SHEKEL won a tender at the beginning of 2018 for opening an additional therapeutic center in Beer Sheva. The new center will provide therapy, guidance counseling, consultations, sexual education, and an emergency response for people with disabilities who live in Israel's South.

Activity in 2017

The Center treated 223 individual patients (70 of whom began treatments in 2016 and continued them during 2017). Another 200 people received either parental guidance, guidance for staff members, and seminars. During the year, 153 new individuals were referred to the Center, an increase of 32% in referrals. Half of these referrals



were referred to the Center in light of their need for social-sexual counseling and education. Twenty-five percent of those referred came due to traumatic experiences. Sixty-three percent of those referred to the Center were male.

Work Plan for 2018:

Establishment of the Therapeutic Center in the Southern Region; expansion of the Center's activity in the Jerusalem Region by turning to new audiences (Sal Shikum, Israel's public health service providers) and by strengthening ties with the current ones; leading a course training professionals how to administer social and sexual education in the south in cooperation with a recognized academic institution; formation of a group for treating sexual perpetrators; and arranging a full-day annual seminar about the Center's activities.

The Volunteer Unit

Goals of the Unit: Recruitment of volunteers; exposure of special needs populations to the community; upgrading SHEKEL's treatment standards; creation of a database of potential employees and donors from among volunteers by maintaining contact with volunteers and their families.

Activity in 2017

By the end of 2017, there were some 200 routine volunteers in SHEKEL's various programs and about 500 volunteers who came for limited periods of time. These numbers do not include hundreds of individuals who volunteered in groups or individuals not registered as volunteers with SHEKEL. SHEKEL staff members meet with the volunteers periodically.

During 2017, there were 25 National Service men and women at SHEKEL, as well as 19 volunteers from abroad for periods of up to one year. In addition, there was a group of 36 students in SHEKEL programs as part of the Hebrew University's professional training program. Partnerships were created with the French O.S.E. Volunteer Organization. Five volunteers joined from this group as well as another four from Taiwan.

During 2017, 25 individuals were referred to SHEKEL from the Probation Service for Adults for court-ordered community service. SHEKEL also participated this year in the "National Good Deeds Day", during which over 50 volunteers came to volunteer in SHEKEL's various programs. 50 volunteers run SHEKEL's community "Café Ba'gan" project in Jerusalem.

Work Plan for 2018:

Expanded volunteer recruitment; arrangement of an event honoring SHEKEL volunteers from the National Service program and from abroad; and an Open House event for National Service volunteers' parents.



Training Center

The objectives of the Center are to use knowledge and current human resources in SHEKEL in order to initiate specialized training for professionals; to provide professional training to SHEKEL and other organizations' employees in Israel and overseas; to collect and catalog guidance materials; to create training collaborations with organizations for disabilities and others; to develop professional connections internationally in order to build collaborations; to expose SHEKEL to new populations; and to expose SHEKEL's professional activity to the professional community and the general public.

The Center targets organizations, businesses, employees of the Social Welfare Ministry for training programs, SHEKEL employees and volunteers, consumers of SHEKEL services, parents and family members, and overseas organizations.

Activity in 2017:

Israel: Project creation for new staff members for a two-day training orientation; seminars for staff on the topic of social sexual education were delivered as a part of the courses for authorizing professional caregivers; lecture to students at a course for nonprofit organization management; participation and lecture during a seminar for the Communication Team on the topic of Asperger's Syndrome; running a training program for improving financial skills using a board game among SHEKEL tenants, in conjunction with the Living in the Community team and psychologist Anat Marmur; participation in the Knesset's Education Committee in which SHEKEL introduced its delegation to Macedonia and screened a documentary about the program: assistance in opening an extended school day program in Petach Tikva.

Abroad: Organizing training programs and lectures at SHEKEL for visitors from the following countries: Russia, Ukraine, Belarus, Moldova, Kirgizstan, Kazakhstan, Tajikistan, Armenia, Azerbaijan, Turkmenistan, and Georgia, in conjunction with Israel's MASHAV international Cooperation Agency for rehabilitation professionals; guidance and participation in professional tours in Budapest, St. Petersburg, Melbourne, and the University of Northern Kansas; guidance and professional support for volunteers at SHEKEL from Taiwan.

Work plan for 2018:

Israel: Strengthening at developing innovative programs for SHEKEL employees; implementing training seminars/orientation for new employees; training and guidance for professional women from Bethlehem in conjunction with Variety, "Introduction and Tools for Working with People with Special Needs" (a yearlong course); planning for training on topics of social and sexual educational for professionals in conjunction with an academic institution; specialized advanced



training and seminars for SHEKEL staff and professionals on various topics, including seminars about SHEKEL activity models; delivering seminars on social sexual education and seminars about trauma; training for the Bnei Akiva Youth Movement; advanced training for nurses at the Maccabi Health Services emergency centers on the topic of effective communication with people on the autistic spectrum; inculcating usage of simulation tools for tenants in SHEKEL apartments.

Abroad: Recruiting SHEKEL volunteers and resources from Taiwan, Singapore, and Hong Kong together with the Glory Foundation; lecture for volunteers from overseas; connection with Israeli embassies overseas and foreign embassies in Israel on the topic of training for working with people with special needs; continuation of coordinated training and lectures for visitors from the following countries: Russia, Ukraine, Belarus, Moldova, Kirgizstan, Kazakhstan, Tajikistan, Armenia, Azerbaijan, Turkmenistan, and Georgia, in conjunction with Israel's MASHAV international Cooperation Agency for rehabilitation professionals; creation of an accessibility program and advanced training in Serbia; and continued development of collaborations and training in Macedonia and Albania.

Resource Development and Public Relations

The Resource Development and Public Relations unit has two goals: fundraising for activities and development from philanthropic resources, independent funds, and corporate collaborations; and increasing public exposure and awareness about SHEKEL, conveying a clear message about SHEKEL's pivotal role in Israeli society.

Activity in 2017

Together with SHEKEL's program directors, the unit formulated a uniform organizational fundraising message, located financial challenges, and gathered material to prepare project portfolios for fundraising, marketing, and publicity. Tools were utilized for inculcating uniformed branding, including a uniform presentational structure, email signatures, and other tools. Procedures for processing donations were updated and a new model for marketing and publicity was prepared. Marketing activity, preparation of publicity materials, and continuous updating of the website with relevant information continued. A new accessible and mobile-friendly website was launched in February 2018. Updating of the SHEKEL Gift Shop website was continuous. The mailing list was expanded, and monthly newsletters about SHEKEL events were sent in a uniform design. News items were disseminated in newspapers. Groups of visitors were hosted acquainting them with SHEKEL. Old connections with donors were renewed and new connections were created. Customer relationship management and details were prepared and transferred from the old computerized



donations database to SHEKEL's Salesforce database. Inculcation of working procedures for the computerized system database for managing donor relations. Grant requests to foundations were prepared and community relations staff were located. Donation reports were followed and details were analyzed enabling future division according to the donation's source. Online crowd funding for fundraising was utilized. Online donations platforms were improved and made more efficient. Fundraising campaigns together with SHEKEL apartment tenants' parents and families, as well as those of SHEKEL employees and clients. Assistance was provided for cooperating with SHEKEL's social-business partners: i.e. events at Bistro Harutzim for hosting lectures and groups. Assistance was provided for recruiting volunteers. Activities strengthened SHEKEL's standing in Israel as a frontrunner in developing frameworks for people with disabilities as part of the community.

Central Events

Over the year, we produced and participated in cultural and sport events in order to raise donations and awareness for SHEKEL. SHEKEL's annual fundraising event was held at MUSA-The Eretz Israel Museum with about 500 donors in attendance, and featured a professional stand-up comedy show. A two-day international Bike Ride on the ANZAC (Australian & New Zealand Army Corps) Trail was held with 200 participants riding to raise money for SHEKEL and Budo for Peace, which raised significant donations and brought wide media coverage as an international event. Nearly 100 runners ran in the Jerusalem Marathon for SHEKEL, including thirty SHEKEL tenants and employees, national servicewomen, and many others. SHEKEL's music ensemble played classical instruments including the Trio Noga before donors at the SHEKEL Ha'mezion second-hand store. The "Copyright" Evening Event in memory of Gideon Drori was held at the Jerusalem Cinemateque, including films from the "Extraordinary" film staff and prizes were awarded to SHEKEL's outstanding employees for 2017.

Achievements

The activities strengthened SHEKEL's standing and awareness in Israeli society as a leader in advancing rights and developing frameworks for people with disabilities within the general community.

SHEKEL's donations increased during 2017, one outstanding donation was significant support (to be donated in five installments over five years) for running the Toni Eliashar SHEKEL Therapeutic Center. The Jerusalem Foundation made the connection. Another large donation was donated by the Azrieli Foundation to help complete Bituach Leumi's funding for purchasing a new apartment for SHEKEL residents. This apartment is SHEKEL's second apartment purchased from donations.



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The "Round-Up" credit card project increased significantly, greatly expanding the monthly contribution to SHEKEL. Facebook activity expanded continuously, surpassing 10,000 fans, exposing routine activities to tens of thousands of viewers every week.

Work Plan for 2018

Updating SHEKEL's name, stressing the organization's activity and objectives; launching a new, advanced, mobile-friendly, accessible website; inculcating usage of computerized information databases for managing donor relations; holding a seminar for SHEKEL's program directors on the topic of unified organizational marketing; producing promotional and fundraising events; organizing groups of participants for the Jerusalem Marathon and Sovev Jerusalem Bike Ride for fundraising and awareness-building; planning fundraising campaigns together with parents and families of SHEKEL tenants, employees, and others; expanding connections overseas and checking the feasibility of creating representation there; fundraising for the "Reframing Reality International Film Festival"; applying for prizes and awards for SHEKEL; hosting groups for tours at SHEKEL's headquarters.

Program Evaluation

Activity in 2017:

Documentation and publication – Preparation of the Annual Report for 2016 and participation in discussions about SHEKEL's programs with program directors and the CEO; assistance in preparing the Annual Report for 2016 in English; participation on the editorial board of the magazine "A Matter of Approach". Participation on the Committee for the Gideon Drori Prize for Outstanding Employee in 2017 and planning for 2018; participation in two orientation days for new employees.

Work Plan for 2018:

Preparation of the Annual Report for 2017; continued evaluation of work procedures; guidance for employees; editorial participation in "A Matter of Approach"; providing a lecture during new employees' orientations; and continued guidance for SHEKEL residents via trustees' organization.

Human Resources

The Human Resources Unit deals with all SHEKEL staff for whom there is an employer-employee agreement. At the conclusion of 2017, there were 569 workers at SHEKEL. The unit conducts initial interviews, inductions, and processing throughout



the employee's work at SHEKEL and at its cessation. The unit also remains in contact with the Nonprofit Registrar and holds orientation days for new employees. Total number of SHEKEL employees: 115 monthly, 454 hourly; 401 women and 168 men.

Activity in 2017

As in past years, the Gideon Drori Prize for Outstanding Employee prize was divided among outstanding SHEKEL workers and one outstanding staff team. Gifts for the holidays were distributed to SHEKEL workers before Rosh Hashanah and Passover. Employee evaluations were carried out in the housing program and working procedures were updated.

Work Plan for 2018:

Three orientation days for new employees, including a full day of activity and an introduction to SHEKEL; the Gideon Drori Prize for Outstanding Employee will be awarded to four outstanding workers and two outstanding staff teams; and a meeting between SHEKEL's new and veteran employees and volunteers in December.

Finance Department

Functions of the Finance Department: Recording of SHEKEL's financial activity (bookkeeping); collection of funds (government, municipalities, institutions and other customers); sample audit of costs; implementation of payments and contact with vendors; preparation of the annual financial statement and submission to the auditor for approval; preparation of periodic financial reports for Management, the departments, bank credit departments and financing sources; responsibility for operation of the salary system and execution of auxiliary payments.

Activity in 2017:

Execution of the aforementioned tasks; preparation of periodic reports for department directors; timely submission of the 2016 Financial Statements and receipt of Proper Management approval; upgrading SHEKEL's computer system; and instituting computer terminal connections between SHEKEL's branches of activity.

Work Plan for in 2018:

Ongoing execution of the department's functions; timely submission of material to the auditor for submitting financial statements for 2017; planning and evaluation of financial activity in the various departments in order to reach budgetary balance, budget planning, and oversight of SHEKEL's development plans.

